Partnering for Our Customers

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Notes for chart 1

- OSC uses partnering for OSC-managed items and in support of other organizations.
- This briefing will discuss partnering successes and lessons learned in relation to supporting the PM/PEO community.

PM ARM

PM Chem Demil

Notes for chart 2

- OSC currently provides contracting support for two PM-managed programs:
  - PM Aviation Rockets and Missiles (ARM) which manages 2.75 Inch Rocket Systems for all services (DOD), and
  - PM Chem Demil which manages the design, construction, and operation of facilities to demilitarize the US stockpile of toxic chemical munitions in accordance with international treaty.
- These are large dollar value contracts awarded and managed by OSC, each with its own partnering agreement.

PM ARM

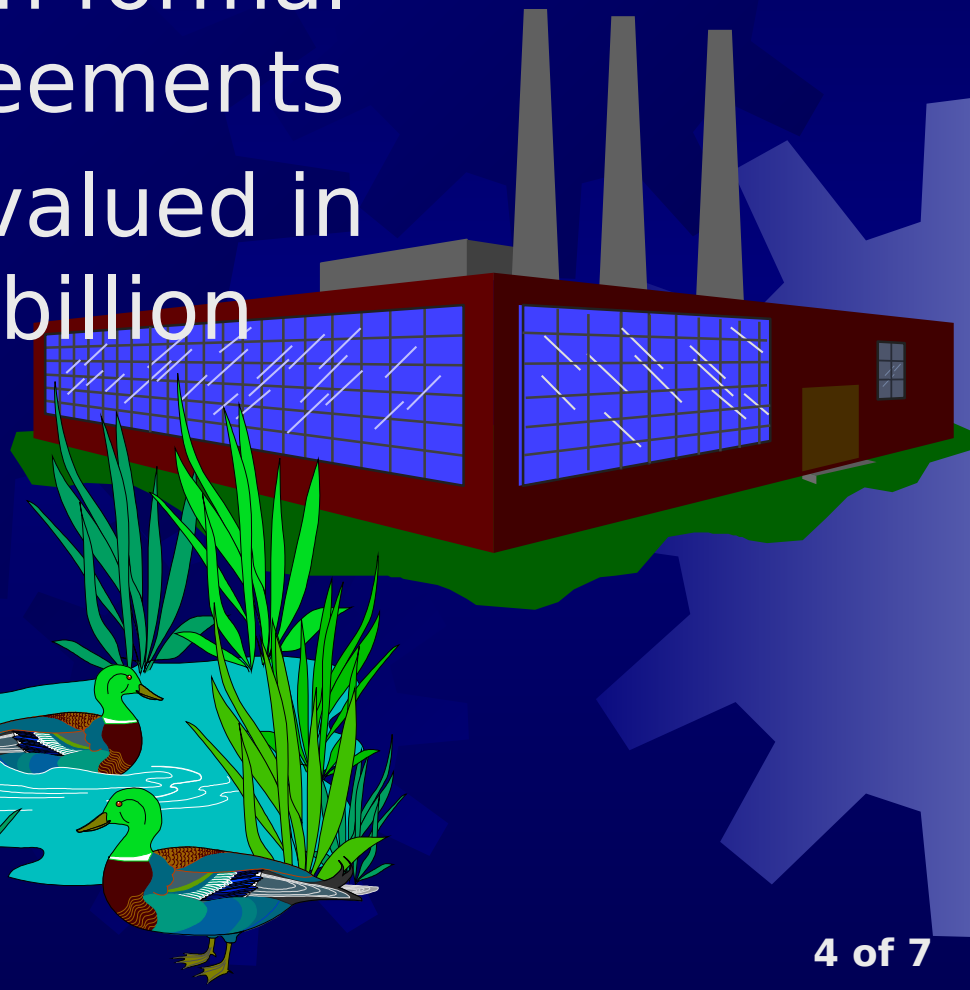
- 1 contract with General Dynamics Ordnance Systems
- 5 year requirements type contract (FFP)
- $1.2 billion

Notes for chart 3

- Specifically for PM ARM: Previous contracts with another contractor did not use partnering.
- All parties recognized need for a better approach (PM, contractor, OSC contracting, various other Gov't technical agencies).
- Contractor and various Gov't players meet bi-weekly to candidly discuss program issues.
- Gov't/contractor/subcontractors/OGAs meet each year to formally reinforce partnering.
- Partnership was helpful in responding to field issues: Identifying problems, recommending corrective actions (by both industry and Gov't) and accomplishing work without separate contractual authorization/funding. Result: Joint problem-solving quickly identified a fix to improve user satisfaction.
- OSC contracting efforts were recently recognized by Secretary of Army Award for Excellence in Contracting.
- 2.75 Inch Rocket Systems contractor is General Dynamics Ordnance Systems.
- Program is in its fifth year of partnering and has many lessons learned.

PM Chem Demil

- 4 contracts with formal partnering agreements
- Each contract valued in excess of $0.5 billion



Notes for chart 4

- Specifically for PM Chem Demil: Chem Demil operations are complex and involve very sensitive issues.
- Each Chem Demil site has its own unique challenges.
- OSC has established separate partnering agreements for each site.
- Each agreement lets the Gov’t contractor build trust and streamlines “contract changes” processes.
- Partnering still allows contractor and Gov’t to protect their own interests.
- Chem Demil contractors are Raytheon, Bechtel, and Westinghouse.

Better Service Through Partnering

Notes for chart 5

- OSC successfully uses the AMC model to better serve these external customers in the PM/PEO community.

Lessons Learned

- Inclusion of appropriate parties
- Clearly defined roles
- Developing shared goals

Notes for chart 6

- When supporting an external customer such as a PM, several partnering principals become even more important.
- First is to include **all** appropriate parties. Design agency reps, other technical folks, and any onsite Gov't staff are just some of the parties to consider when forming a partnership among the PM, contracting shop, and contractor.
- Second is to clearly define the role of each party. It is critical that each participant understands the role of each player – what each organization's role is.
- Only then is it possible to formulate shared goals. Shared goals are the key to a successful partnership. When Gov't and contractor can recognize their common goals, behaviors change, relations improve, and partners can focus on matters of mutual interest.
- Continuous and open communication by all parties helps build the trust needed for successful partnering.
- As programs mature, many changes can affect the partnering effort. Constant reinforcement of partnering support is needed. Annual training sessions, mentoring, and guidance given by the program leaders keeps the partnering effort alive and growing. This constant reinforcement is even more critical as personnel change positions.

Conclusion

“Partnering promotes Gov’t – Industry communication and teamwork”

Notes for chart 7

- Partnering promotes Gov't – Industry communication and teamwork.
- It also is a great tool for the OSC to better serve its customers.
- Bottom line is that it ultimately improves readiness by speeding deliveries to the soldier in the field.